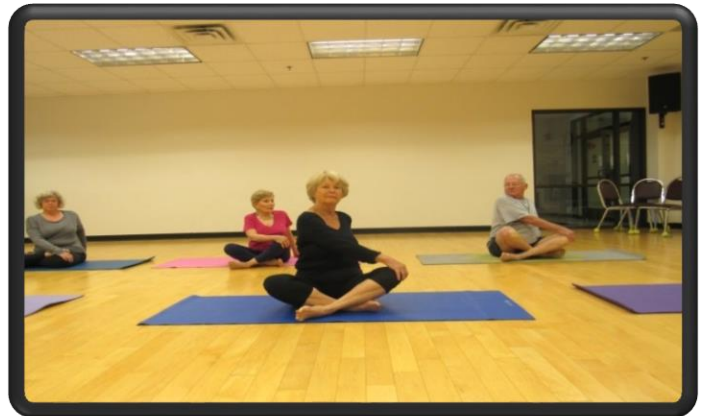




2016 Implementation Plan

Rockville Senior Needs Assessment and Gap Analysis



“Older people are wonderful resources for their families, communities and in the formal and informal workforce. They are a repository of knowledge. They can help us avoid making the same mistakes again. Indeed, if we can ensure older people live healthier as well as longer lives, if we can make sure that we are stretching life in the middle and not just at the end, these extra years can be as productive as any others. The societies that adapt to this changing demographic and invest in Healthy Aging can reap a sizeable "longevity dividend", and will have a competitive advantage over those that don't.”

World Health Organization – “About Aging and Life Course”



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Overview

The Senior Needs Assessment and Gap Analysis study was identified as a priority from Mayor and Council in the 2015 budget year. RTI International conducted the study with a final presentation to Mayor and Council on April 18, 2016. The study consisted of an inventory of existing services, web survey, focus groups, and stakeholder interviews. Overall common themes presented in the study findings include barriers to participation, underserved populations, gaps in senior programs and services, affordable housing, and the villages approach. These themes are broken out further and placed into detailed categories for the action plan that will be presented for discussion and information at the September 26, 2016 Mayor and Council meeting. Staff is pleased to present this plan that includes innovative approaches, programs and services to address the gaps and needs identified in the study.

Goal

The goal of this action plan is to help improve the City of Rockville's services to our older residents. The City of Rockville will continue to remain age friendly through creating opportunities that enhance healthy aging and identifying and developing new programs and services that will meet the current and future needs of Rockville seniors.

The action steps that are presented in this plan are intended to move the City of Rockville forward by giving older adults the necessary tools, programs and services to support healthy aging, and aging in place.



Why is this important?

Planning for an aging population is critical. The City of Rockville has made a significant investment in tracking the quality of life and services provided to its senior population. To help senior's age-in-place and preserve their independence, the City currently offers a variety of successful services and programs. It is estimated that by the year 2040 Rockville's senior population will total 19,140 seniors, equaling 22% of the total population. As the City's senior population surges, the demand for senior services will also increase, causing strain to the City's current resources and facilities. The City faces significant challenges to not only maintain existing service levels for the evolving population, but also develop and fund new programs addressing the diverse needs of the population. Strategic planning will help the city accommodate the needs of all its seniors.

How this action plan will be used

This plan is intended as a tool to gather the proposed action strategies together for discussion and instruction with the Mayor and Council, as well as establish guidelines to implement the study findings.

This action plan will continue to evolve as we improve our knowledge and new understandings are gained. It is our hope that the lead organizations, including Rockville Senior Citizens Commission, Rockville Seniors Inc. (RSI), the Villages Advisory Committee, Rockville seniors and City of Rockville staff work together to implement these items, and continuously adjust as necessary to continue to meet the needs of Rockville seniors.

The action areas included in this report are: Awareness of Programs and Services, Barriers to Participating in 60+ Programs and Services, Villages, Aging in Place Initiatives and Programming.

Action Area 1: Awareness of Programs and Services

To increase the knowledge and awareness of senior residents and senior services providers of the resources, services, and program opportunities available to improve the quality of life and make the city a more livable and desirable retirement location for its older residents.

Action Item 1.1: Marketing - Increase knowledge and awareness of senior programs and services by improving marketing strategies, introducing new marketing opportunities, and updating and creating new marketing material.

1. Create Channel 11 news stories on the benefits of leading an active lifestyle and participating in programs and services for those age 60 and older. This item will begin in October 2016, will be implemented by Senior Services and Chanel 11 staff, and will require no additional funding.
2. Produce four yearly recreation guides targeting residents ages 60 and up. Continue to cross promote in the main recreation guide. This item will begin in FY 2017, will be implemented by Senior Services and Public Information Office (PIO) staff, and will cost \$6,000, which was budgeted in the FY 17 adopted budget.
3. Continue to promote programs and services for ages 60 and older in Rockville Reports. This item will begin October 2017, will be implemented by Senior Services and PIO staff, and will require no additional funding.
4. Improve targeted marketing materials for all areas of senior services to attract the younger cohort of senior. This item will be implemented by Senior Services and PIO staff and will require a \$1,000 budget each year.
5. Improve Senior Services webpages. This item will be completed by March 2017, will be implemented by Senior Services and PIO staff, and will require no additional funding.
6. Install digital monitors at the three Senior Center entrances to display information on classes, programs, and events. This item will be implemented by the Manager of Senior Services and Information and Technology (IT) staff and will require a \$5,000 budget.
7. Create an internet “meet up” group to assist seniors in planning social activities with other seniors. This item will begin November 2016, will be implemented by Senior Services staff and will require no additional funding.
8. Send out bi-monthly email newsletters to highlight upcoming programs, special events and services. This item will begin September 2017, will be implemented by the Facility Coordinator for Senior Services and will require no additional funding.
9. Develop a “Welcome Guide” of programs and services for ages 60 and older. We will place the “Welcome Guide” in all “New Resident Guides”. This item will be implemented by Senior Services and PIO staff and will require a \$1,000 budget.
10. Create a brochure, webpage, channel 11 news coverage, social media coverage and Rockville Reports article on transportation options for seniors. This item will be completed by June 2017, will be implemented by the Support Services Supervisor, Senior Services and PIO staff, and will require no additional funding.
11. Create an A-Z guide of programs and services for the website. This item will be completed by November 2016, will be implemented by the Facility Coordinator for Senior Services and will require no additional funding.



Action Item 1.2: Community Outreach - Increase awareness of programs and services by creating tailored outreach strategies aimed to reach all Rockville Seniors.

1. Develop a training program on outreach strategies for village leaders and Senior Services volunteers, as well as prepare them to share basic knowledge of senior programs and services. This item will be completed by March 2017, will be implemented by the Village Facilitator, and will require no additional funding.
2. Develop an “Ambassador Program”. Ambassador volunteers will promote the senior center, senior programs and services. This item will begin March 2017, will be implemented by the Manager of Senior Services, volunteers, Senior Citizens Commission and RSI, and will require no additional funding for FY 17 and \$2,200 per year in future years. This proposed budget will include name tags for all volunteers, information cards for all ambassadors to carry and supplies for ambassador training.
3. Conduct presentations and provide direct outreach to senior housing sites, churches, neighborhood associations and civic associations. This item will begin March 2017, will be implemented by Senior Services staff, and will require no additional funding.
4. Senior Services Outreach staff will host regular hours at City of Rockville community centers and the Swim and Fitness Center (S&FC). This item will begin October 2017, will be implemented by outreach staff and will require no additional funding.



Action Item 1.3: Awareness of Senior Service Providers – Facilitate the collaboration of Montgomery County senior service providers, including government, nonprofit and private businesses, in an effort to gain knowledge and increase awareness of the programs and services each provides as well as gain a better understanding of the problems and challenges facing each provider.

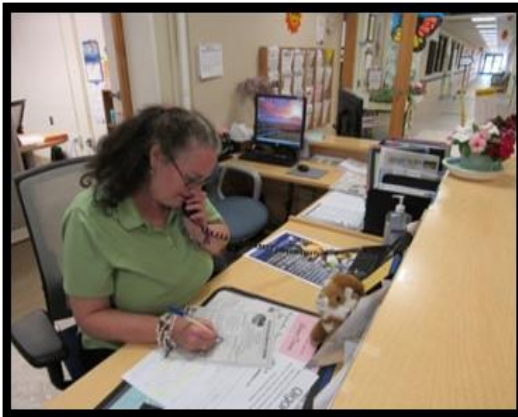
1. Support and share information through coordinating bi annual meetings of senior service providers in Montgomery County. This item will be completed March 2017, will be implemented by Senior Services staff, and will require no additional funding.

Action Area 2: Barriers to Participating in Programs and Services

To minimize the multiple perceived or actual barriers to participating in programs and services for residents ages 60 and older.

Action Item 2.1: Isolation and Homebound Seniors – Older adults who are not able to leave their homes and are not connected to family, friends, social groups or churches are of particular concern. If they cannot pay for services, basic needs often go unmet. This action plan creates opportunities for homebound seniors to receive socialization, support and services, and provides the foundation for future programs to be developed.

1. Develop and continuously update a contact list of home bound seniors in Rockville. Encourage residents to refer seniors to Senior Services staff for outreach services. This item will be completed by March 2017, will be implemented by Support Services staff, and will require no additional funding.
2. Develop and implement a volunteer visitor and phone call program. This item will begin July 2017, will be implemented by Support Services staff and volunteers, and will require no additional funding.
3. Create a caregiver support group to assist those caring for homebound seniors. This item will begin October 2016, will be implemented by Support Services staff, and will require no additional funding.



Action Item 2.2: Low and Middle Income Seniors

The lack of financial resources can be a barrier to participating in programs and services. While the median income for the City is above the national average, 7.9% of those 65 and older in Rockville are living below the poverty line.* As a result, seniors often choose services or programs based on what they can afford.

***U.S. Census Bureau, 2010-2014 American Community Survey**

1. Work with the Villages program to create a list of volunteer services available within each community that could alleviate financial strain from seniors who struggle to pay for chore services such as grass cutting, transportation, home maintenance, shopping, and snow removal and are not in an area of Rockville with an active Village. This item will be ongoing and will be implemented by the Home Maintenance Coordinator and Support Services Staff, and will require no additional funding.
2. Increase awareness of the Senior Assistance Fund by changing the name of the fund to better relate to what the fund is used for: subsidizing Senior Services classes, trips, special events and senior center memberships. Adjust qualification levels to serve middle income seniors who are also in need of financial assistance. This item will be completed in winter 2017, will be implemented by the Support Services Supervisor and Manager for Senior Services, and will require no additional funding.
3. Offer a variety of senior classes, special events and trips at varying prices to assist low and middle income seniors with financial concerns. This item will be ongoing beginning in winter 2017, will be implemented by Senior Services staff and will require no additional funding.



Action Item 2.3: Language and Cultural barriers - 33.2% of individuals ages 65 and over speak a language other than English at home, and 22.1% indicate they speak English less than very well.*

***U.S. Census Bureau – 2010-2014 American Community Survey**

1. Translate all Senior Services and Senior Center marketing material into Chinese and Spanish. This item will be implemented by the Facility Coordinator, PIO staff and translation services, and will require a \$1,500 budget.
2. Increase multicultural programming. This item will be implemented by all Senior Services staff and will require a \$3,400 expenditure budget and will bring in \$2,800 in revenue.
3. Hire multilingual class instructors and offer classes in different languages. This item will be implemented by all Senior Services staff and will require a \$4,600 expenditure budget, but will recover 100% of the cost.



Action Area 3: Aging in Place and Villages

To help seniors age in place and preserve their independence, the City currently offers a variety of successful programs and services. Examples of Aging in Place services currently offered include Home Maintenance, Transportation, Call and Ride and Health and Wellness Programs as well as Outreach and Counseling. The Village program represents an innovative approach that facilitates neighbors working together to fulfil unmet needs and will further support positive aging in place.

Action Item 3.1: Aging in Place - Aging in Place is defined as “the ability to live in one’s own home and community safely, independently, and comfortably, regardless of age, income or ability level.” (Center for Disease Control and Prevention)

1. Encourage the development of volunteer programs through each Village to deliver affordable chore services, homemaker services and personal services. Examples include but are not limited to: grass cutting, home maintenance, laundry, house cleaning, and grooming. This item will be ongoing and specific to each Village, will be implemented by

the Village Facilitator, Home Maintenance Coordinator and Outreach staff. A \$5,000 budget will also be needed for those occasions when a senior in one of the Rockville villages has an emergency need and a volunteer or other community/non-profit resource is not available to assist.

2. Advocate for Aging in Place initiatives at all levels of government. This item will be ongoing, will be implemented by Rockville Senior Citizens Commission and will require no additional funding.
3. Research and implement a computerized program allowing volunteers to connect with residents who need snow shoveling assistance. This item will be implemented by July 2017, will be implemented by Senior Services and PIO staff, and will require no additional cost.
4. Educate Rockville businesses about the benefits of hiring older workers through a resource employment webpage, and develop a process for older workers to put their names on an employment eligible list for businesses to access. This item will be completed by March 2017, will be implemented by Senior Services and PIO staff, and will require no additional cost.
5. Hire and train additional staff to assist with ADA accommodations at City Senior Programs and Senior Center. As the older population continues to expand, so will the need for accommodations. This item will be ongoing according to the need, will be implemented by the Manager for Senior Services and will require a \$7,800 budget per year for a part time staff to work 10 hours per week in the programs we have the most need.

Action Item 3.2: Village Movement –Setting up Villages in Rockville will allow neighbors to remain in their homes for as long as they are able. Villages will reach the isolated and homebound, promote a strong sense of community, and provide a greater opportunity to engage older adults in volunteer opportunities. As each Village takes root, needed programs, services and events will be identified by the volunteers of each Village. The Village movement will allow seniors to find solutions to some of the challenges they are facing right in their own neighborhoods. Senior Services will be there to facilitate and complement the services each Village provides.

1. Recruit, hire and train Village Facilitator. This item will begin with interviews in September 2016, will be implemented by Support Services Supervisor and Human Resources staff, and is included in the FY 17 adopted budget.
2. Coordinate annual Rockville Villages meeting to support emerging and established villages and promote new participation. This item is ongoing, will be implemented by Rockville Village Advisory Committee, Support Services staff, PIO and Village Facilitator, and will require no additional funding.
3. Attend village advisory committee meetings. This item will be ongoing, will be implemented by the Village Facilitator and will require no additional funding.
4. Develop village webpage and marketing materials. This item will be implemented by the Village Facilitator and PIO staff and will require no additional funding for the

development of a city webpage and will require an \$800 budget for printing marketing materials.

5. Translate village marketing information to encourage diverse participation. This item will be implemented by the Village Facilitator, with advice from each Village and the Montgomery County Village Coordinator, and will require a \$1,200 budget.
6. Develop and provide start up resources and funding for emerging villages. This item is ongoing, will be implemented by the Village Facilitator and village volunteers, and will require a \$5,000 budget. Start-up resources may include training for village organizers, neighborhood mailings about the village program, events to promote the village program, and supplies.



Action Item 3.3: Transportation - Specialized and individualized door to door transportation options are needed for seniors to feel independent. Awareness will be increased through educating seniors on transportation options.

1. Expand the Call and Ride program in response to the need for high priority transportation that volunteer ride programs cannot accommodate. This item will be implemented by the Support Service Supervisor, Village Facilitator, and Outreach staff, and will require a \$5,000 expenditure budget, while generating \$750 in revenue.
2. Support the Village Ride program through encouraging Rockville seniors to volunteer. Investigate Rockville's own volunteer ride program for door to door transportation. This item will be completed by July 2017, will be implemented by the Support Services Supervisor, Village Facilitator, and Outreach staff, and will require no additional funding.
3. Offer additional bus service to local shopping areas and other local venues. This item will be implemented by the Support Services Supervisor and bus drivers, and will require a \$7,800 budget.
4. Offer classes on transportation options that provide instructions on how to use the metro, bus and new ride options such as Uber. This item will be ongoing beginning Winter of 2017, will be implemented by Senior Services staff and will require no additional funding.

Action Area 4: Programming

Rockville Senior Services offers recreation programs in many areas of interest. With the leading edge of baby boomers turning 70 this year, the need is high for programs in the areas of health, fitness and specialized classes. The study data recommended using community centers as satellite locations for senior programs and services. The data also indicated the title “senior” is stigmatizing to the younger cohort of senior and needs to be addressed.

Action Item 4.1: Community Centers – The recommendation for a more decentralized programming approach emerged from the study. While several senior programs currently operate out of our community centers, the study suggests that older adults are increasingly likely to utilize community centers in their own neighborhoods and that enhanced programming at the centers should occur.

1. Offer senior programs and services at city community centers and the S&FC. This item will begin Fall 2016, will be implemented by Senior Services staff and will cost \$7,900 which is included in the FY 17 adopted budget.
2. Senior Services Staff will provide outreach to community centers and the S&FC. This item will be ongoing, will be implemented by Senior Services staff and will require no additional cost.



Action Item 4.2: Senior Programs – The need for additional senior classes and programs, as well as extended hours, was identified in the report.

1. Offer at least one additional overnight trip (2 night/3 day trip). This item will be implemented by the Senior Recreation staff, will require an \$11,640 expenditure budget, and will recover 100% of the cost.
2. Offer additional high level classes, such as lifelong learning lectures, taught by experts in the respective topic. This item will be implemented by Senior Services staff and require an \$8,800 expenditure budget, and will recover 100% of the cost.
3. Expand senior center hours Monday-Friday, 5-7pm and Saturdays from 7am-3pm. This item will be implemented by the Manager for Senior Services, will require a \$12,000 expenditure budget.
4. Expand classes, events and trips into the early evening. This item will be implemented by Senior Services Supervisors, will require an \$8,160 expenditure budget and will recover 100% of the cost.
5. Increase health and wellness offerings to include alternative healing therapies. This item will be implemented by the Health and Wellness Coordinator for Senior Services and will require a \$7500 expenditure budget and will bring in \$9000 in revenue.
6. Explore funding a feasibility study to open up vehicular access to the Senior Center from Gude Drive. The one-time cost of this study is to be determined.

Action Item 4.3: Stigma in the title “Senior” and “Senior Programs” - The word “senior” is stigmatizing to the younger cohort of adults ages 60 and up. Participants mention a lack of association with the word “senior” and as a result do not view the “senior center” as a place for them. A change in the perception of “Senior Services” is needed in order to not repel the younger seniors and make the current programs and services attractive to all older adults.

1. Change the name of “Senior Center” to a title that deletes the word “senior” such as Rockville 60+ Center, The Rockville Center, Rockville Active Adult Center, Rockville 60+ Activity Center, and Rockville Center for Active Adults. This item will be implemented by the Manager for Senior Services, Senior Citizens Commission and RSI, and will require a \$2,550 budget for updated signage.
2. Design and update all non-renovated areas of the Senior Center to be engaging and appealing to all older adults (includes an update of furniture and room functions). This item will be implemented by Senior Services Supervisors and price quotes are being obtained.
3. Create a large event for ages 60 and up that helps to change the stigma of a typical senior activity, for example a fun run and walk for seniors. This item will be implemented by Senior Services Supervisors, will require a \$2,600 expenditure budget, and will recover 100% of the cost.

